

# **Frederick Police Department Frederick, Maryland**



## **2018 Annual Analysis Recruitment Plan and Agency Demographics CALEA Standard: 31.2.2**

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## **Department Mission Statement**

***It is the mission of the Frederick Police Department to safeguard lives and property, to reduce the incidence and fear of crime with impartiality and integrity, and to enhance public safety while partnering with our community to improve quality of life.***

## **Community Policing Mission Statement**

***A united partnership for our community, building collaborative and transparent relationships, with a focus on public safety, crime prevention, and quality of life.***

## **2018 Report to the Frederick County Human Relations Commission on Hiring and Recruiting Practices from the Frederick Police Department:**

The purpose of this report is to openly inform the Frederick community about progress in the recruitment, selection, promotion, assignment, and retention of qualified police personnel for 2018, and to also address the challenges police agencies are facing with these efforts. This report will be posted on the FPD website for review. The report highlights the department's on-going effort to hire a diverse workforce for both sworn and civilian support positions.

This report will outline the current status of the agency, along with recruiting statistics for both the 60<sup>th</sup>, and 61<sup>st</sup> Academy classes. Both of these selection processes were concluded during the 2018 calendar year.

This report details some of the initiatives taken by the Frederick Police Department in its goal to be a police department that is not only representative of the community it serves, but a department that is transparent, progressive-thinking, and one that continues to be an integral part of the community.

**The current authorized sworn-strength for the Frederick Police Department, is 148 officers.**

**Current Status of the Frederick Police Department: Current Sworn- 139 (115 Males, 24 Females)**

**Demographics Report as of December 31<sup>st</sup>, 2018**

2018	MALES				FEMALES			
Sworn Personnel	Caucasian	African American	Hispanic	Asian	Caucasian	African American	Hispanic	Native American
Officers	71	7	3	2	16	3		1
Supervisory (Cpl/Sgt)	20	1	1	0	4	0	0	0
Command (Lt./Capt)	7 Lt's 2 Captain	0	0	0	0	0	0	0
Executive	1 Chief							
<b>Total</b>	<b>101</b>	<b>8</b>	<b>4</b>	<b>2</b>	<b>20</b>	<b>3</b>	<b>0</b>	<b>1</b>

\*Current vacancies as of December 31<sup>st</sup>, 2018 consisted of 9 officers, and 1 Civilian position.

\*\*Chief is included for demographic purposes but position does not apply towards authorized strength.

**Current Experience Level of Frederick Police Department (Sworn) Personnel:**

Years of Service	Number of officers
Less than 5	47
5 to 10	31
10 to 15	32
15 to 20	20
20+ years	9

**Non-Sworn Personnel, (43 Total)**

Males					Females				
2018	Caucasian	African American	Hispanic	Asian	Caucasian	African American	Hispanic	Native American	Other
Executive									
Managerial					1				
Supervisory	2				5				
Non-Supervisory	8				23	3			1
Sub Totals	10				29	3			1

## **Affirmative Action/Equal Employment Opportunities**

The Frederick Police Department is committed to attracting, selecting, and hiring candidates without discriminating against individuals for reasons of race, color, religion, sex, age, national origin, marital status, disability, and sexual orientation. The Frederick Police Department is an "Equal Opportunity Employer."

The department's Affirmative Action Plan is codified into specific General Orders that provide detailed information in regards to the hiring process of both Basic Recruit and Lateral police candidates. General Orders are available for review on the police department's website.

In March of 2016, the Frederick Police Department achieved accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA). This highlights a commitment to policing excellence and demonstrates adherence to Equal Employment Opportunity policies.

## **Recruitment Plan:**

Specific guidelines for the Recruitment of Personnel is outlined in General Order 1800. Specifically, section .20, "Plan of Action," details a wide variety of areas where recruitment efforts are concentrated. The Annual Analysis of Recruitment Plan, CALEA Standard 31.2.2, establishes certain guidelines for the evaluation of the plan. Those guidelines include:

### **PLAN OF ACTION:**

1. **Recruiting Website:** The Department has created and will maintain a dedicated recruiting website. The website can be found at [www.frederickpolice.org](http://www.frederickpolice.org). The site will contain detailed information about the entry-level and lateral police officer and dispatcher positions. The site will be maintained and updated by the Supervisor, Personnel Unit as necessary to ensure current and accurate information is made available. All other sources of advertising for sworn position will contain the website address. Other websites used to advertise police officer positions will include a hyperlink to the recruiting website.

***Evaluation:** Based on the volume of numbers generated through the website on an annual basis, this remains the best way to recruit applicants.*

2. **Advertising and Media Use:** The Department advertises its sworn and non-sworn job vacancies using a variety of sources, as resources allow, including but not limited to the following:
  - A. Recruiting brochures;
  - B. Newspaper advertisements;
  - C. Photographic displays;
  - D. Public service announcements on both radio and cable television;
  - E. Internet postings;

- F. Public access bulletin boards and,
- G. Social media platforms.

**Evaluation:** *Regarding recruiting efforts, the Department employs a number of print and electronic mediums. Some include recruiting brochures describing pay and benefits, recruiting posters, an ongoing add in the EOE Journal, videos on YouTube--to include videos of the police academy and graduation, and other social media efforts. In 2018, the Department expanded recruiting efforts through a better understanding of online recruiting platforms like Indeed.com & added bulletin boards and movie theater advertising as additional sources.*

- 3. **College Recruiting:** The Department takes an active approach toward attracting college-educated applicants by making and keeping contact with colleges and universities around the country.

**Evaluation:** *The Department has good working relationships with colleges in the community and works closely with Hood College, Mount Saint Mary's University, and Frederick Community College amongst other colleges and universities in the region.*

- 4. **Community Activities:** The Department attends organized community-sponsored events such as ethnic festivals and fairs in order to reach a vast majority of our diverse community. We also attend community civic events and gatherings.

**Evaluation:** *The Department and City of Frederick remain actively involved in many community events to include Coffee with a Cop, In The Streets, Alive at Five, Frederick Running Festival, Frederick's 4<sup>th</sup>, Frederick Pride and many other diverse events. These events provide a great opportunity for officers to actively engage with community members and actively take an active role in recruiting efforts.*

- 5. **Liaison with Community Leaders:** The Department actively seeks out community leaders and solicits their assistance in locating and referring potential applicants. They are provided with job announcements and recruiting packets for distribution to their constituencies.

**Evaluation:** *The Department remains actively involved in community activities that give officers and supervisory/command staff opportunities to interact and liaison with community leaders. The Department remains actively involved with Rotary Club members, Coalitions, the Human Relations Commission, Neighborhood Advisory Councils, the Chamber of Commerce and many other actively involved community groups.*

- 6. **Department Personnel:** All Department personnel bear a responsibility for attracting potential candidates to the Department. In addition, uniformed personnel, because of their visibility and first-hand job knowledge and experience, are well prepared to explain to the public the demands and duties of professional law enforcement officers. All Department personnel participate in recruiting by conducting themselves in a professional manner, and by actively providing information to prospective applicants.

**Evaluation:** *The SSD Commander asked for assistance from other commanders, supervisors, and officers in order to encourage all personnel, sworn and civilian, to assist in recruiting efforts. This is an ongoing and active area of recruitment Department-wide.*

7. **Institutional Contacts:** The Department actively involves officers with schools and other institution programs geared toward mentoring young people and developing their interest in a law enforcement career. This includes programs developed and instituted by the Department, such as the Explorer Post, Police Activities League, and College internships.

**Evaluation:** *The Department established an Explorer Post in 2017. The PAL program has had successes in other areas; however, currently there are no officers that were developed through that program. The college internship program remained in place in 2018.*

8. **Job and Career Fairs:** The Department actively competes in the job market with other "private" and "public" sector employers by participating in job fairs, career days, and other structured recruiting programs. The Supervisor, Personnel Unit, is responsible for the selection of events that are most conducive to the Department's goals. Trained recruiters generally attend the events in pairs.

**Evaluation:** *Sworn personnel continue to partner with the FPD's Dispatch supervisory team to attend multiple job fairs. (The "Site Recruitment" section details locations visited by FPD staff in 2018.)*

9. **Military Recruitment:** The Department attends military job fairs, conducts on-site recruiting, and works closely with transition offices of military installations to ensure that military personnel transitioning out of the service are made aware of the opportunities within the Department.

**Evaluation:** *The Department works closely with partners at Ft. Detrick and has become more actively involved in recruiting efforts at other regional military installations.*

10. **Recruiting Officers:** The Department selects individuals to act as official recruitment officers for the Department. These officers are selected and assigned to special recruitment assignments. Their recruiting responsibilities are in addition to their normally assigned duties.

**Evaluation:** *This was a priority for implementation in 2018. Many officers, with diverse backgrounds, have assisted at job fairs and in other recruiting efforts. This remains an active and ongoing priority.*

11. **Site Recruitment:** The Department identifies and selects highly visible and high volume locations within minority communities to conduct recruitment activities.

**Evaluation:** *Below are the site recruitment events that attended during 2018.*

January 18 <sup>th</sup>	Virginia Hiring Expo- Norfolk
March 14 <sup>th</sup>	Monroeville PA
March 15 <sup>th</sup>	John Jay College of Criminal Justice (NY)
March 21 <sup>st</sup>	Pennsylvania Hiring Expo
March 27 <sup>th</sup>	Northern Virginia Hiring Expo
April 12 <sup>th</sup>	University of MD Eastern Shore
June 12 <sup>th</sup>	Orlando Career Fair
June 23 <sup>rd</sup>	E. All Saints Block Party
June 23 <sup>rd</sup>	Frederick Pride Carroll Creek
June 28 <sup>th</sup>	MD Law Enforcement Expo
July 4 <sup>th</sup>	Baker Park recruiting
July 31 <sup>st</sup>	Ft. Detrick Community Career Fair
August 2 <sup>nd</sup>	MD Job Hiring Fair
August 22 <sup>nd</sup>	Hagerstown Community College fair
September 8 <sup>th</sup>	In The Streets Festival
September 18 <sup>th</sup>	Great Frederick Fair Community Event
September 26 <sup>th</sup>	Workforce WV/Shepherd University
October 3 <sup>rd</sup>	FCC College Career Fair
October 4 <sup>th</sup>	Maryland State Police Career Fair
October 8 <sup>th</sup>	Seton School Career Fair
October 10 <sup>th</sup>	WestPacs Monroeville, PA
October 17 <sup>th</sup>	Veteran's Affairs Career Fair
October 23 <sup>rd</sup>	Hagerstown Community Career Fair
November 6 <sup>th</sup>	Howard Community College Career Fair
November 27 <sup>th</sup>	Baltimore Area Law Enforcement Expo
December 13 <sup>th</sup>	Frederick Area Law Enforcement Expo

An examination of the application sources for open sworn and non-sworn positions was completed in 2018. The best recruiting sources remain the City of Frederick and Frederick Police Department websites.

As generational demands change, the agency's recruitment strategies have adapted. During calendar 2018, research has shown that digital advertising is reaching a much-larger audience than physical attendance at certain career and community job fairs. Paired with the overall expenses associated with attending some events, the Frederick Police Department has begun posting online position announcements with the same colleges, trade schools, and trade organizations. This allows the Personnel Unit to reach a larger population of people, with longer exposure to job seekers through long-term postings. The Frederick Police Department will continue to attend military events, and Law Enforcement Expos, and the agency has been monitoring the level of interest at each event to make better fiscally-responsible decisions, when preparing to travel.

**60<sup>th</sup> Entry Level Academy Hiring- March 2, 2017, through December 31, 2017**

**60<sup>th</sup> Entry Level Academy Hiring Process**

<b><u>Stage of Applicant</u></b>	<b><u>Applied</u></b>	<b><u>Attended</u></b>	<b><u>Passed</u></b>
Orientation	801	299	
Written Test		293	<b>45</b>
Panel Interview	N/A	N/A	
Background Investigation	45		<b>25</b>
Psychological / Medical	25		<b>21</b>
Selected	12		

- All percentages are rounded to nearest whole number.

<b>Applied</b>	801	100%
<b>Caucasian</b>	465	58%
<b>African American</b>	197	25%
<b>Hispanic</b>	106	13%
<b>Asian</b>	21	2%
<b>Pacific Islander/Hawaiian</b>	4	1%
<b>American Indian</b>	8	1%

<b>Race/Ethnicity</b>	<b>MALE</b>	<b>FEMALE</b>
<b>Caucasian</b>	382	83
<b>African American</b>	157	40
<b>Hispanic</b>	87	19
<b>Asian</b>	19	2
<b>Pacific Islander/Hawaian</b>	3	1
<b>American Indian</b>	7	1
<b>TOTAL</b>	655	146

**Final Selections for the 60<sup>th</sup> Class**

**12 Recruits Selected**

Caucasian Males	6	50%
Caucasian Female	5	42%
African American Male	1	8%



**61<sup>st</sup> Entry Level Academy Hiring Process- Total (01/01/2018-08/04/2018)**

**61<sup>st</sup> Entry Level Academy Hiring Process**

<b><u>Stage of Applicant</u></b>	<b><u>Applied</u></b>	<b><u>Attended</u></b>	<b><u>Passed</u></b>
Orientation	532	248	<b>187</b>
Written/PT Test		79	<b>45</b>
Background Investigation	45	N/A	<b>25</b>
Polygraph Examination	25		<b>17</b>
Psychological / Medical	17		<b>12</b>
Selected	10		

- All percentages are rounded to nearest whole number

<b>Applied</b>	532	100%
<b>Caucasian</b>	324	60%
<b>African American</b>	122	24%
<b>Hispanic</b>	62	12%
<b>Asian</b>	20	3%
<b>Pacific Islander/Hawaiian</b>	2	1%
<b>American Indian</b>	2	1%

<b>Race/Ethnicity</b>	<b>MALE</b>	<b>FEMALE</b>
<b>Caucasian</b>	275	49
<b>African American</b>	98	24
<b>Hispanic</b>	46	16
<b>Asian</b>	19	1
<b>Pacific Islander/Hawaiian</b>	1	1
<b>American Indian</b>	2	0
<b>TOTAL</b>	441	91

**Selected for the 61<sup>th</sup> Class**

**10 Recruits Selected**

Caucasian Males	7	70%		
Caucasian Female	1	10%		
African American Male				
African American Female	1	10%		
Hispanic Male	1	10%		

**Total Entry Level Hiring for 2018, (Two Academy Processes Combined)**

Applied	1,333	100%
Caucasian	789	59%
African American	319	24%
Hispanic	168	13%
Asian	41	1%
Pacific Islander/Hawaiian	6	1%
American Indian	10	3%

**2018 Lateral Applicant Hiring Process**

Applied	40
Written Testing	No Written Test
Interview	19
Psychological/Medical Screening	5
Final Selection	5

**\*\*The 5 Lateral Hires consisted of 2 Caucasian Males, 2 Caucasian Female, 1 Hispanic Male\*\***

**Entry and In-Service Level Sensitivity/Cultural Diversity Training by Specific Group:**

- Frederick Center LGBTQ training
- Bi-lingual training with Centro Hispano
- Asian-American Center
- Islamic Society of Frederick
- Biased Based Policing & Implicit Bias
- Ethical Leadership Training
- Diversity and Inclusion Seminar Training
- HRC (Civil Rights and Human Rights)
- Way Station, ARC & ADA Division of Rehabilitation Services

**Screening of Applicants**

During the summer of 2018, Command Staff and Personnel Unit representatives met with Atlantic OccuPsych, our newly contracted vendor for psychological screening of our sworn candidates. After a bid process with the City of Frederick, Atlantic OccuPsych was chosen to be the vendor for all entry-level psychological screenings. Atlantic OccuPsych specializes in law enforcement, public safety and national security mental health services.

**Closing:**

The Frederick Police Department would like to thank the Frederick Community and all other stakeholders for their assistance and guidance with recruiting and hiring efforts this past year. This partnership ensures that Frederick City continues to be a great place to live, work, play and invest in.

## **2018 Annual Analysis Recruitment Plan and Agency Demographics**

Lt. Joe Hayer, #347  
Support Services Division Commander

Lt. Joe Hayer #347

Capt. Patrick Grossman, #311  
Spec. Services Bureau Commander

Capt. P. Grossman #311

Col. Edward Hargis, #505  
Chief of Police

Col. E. Hargis #505